

Foundation Leadership & Management (FLM) Programme



Foundation Leadership & Management



East Sussex Healthcare NHS Trust



Foundation Year 1 (FY1) doctors at East Sussex Healthcare NHS Trust can take part in Foundation Leadership and Management (FLM), the UK's first fully funded, FY1 clinical leadership programme. FLM started as Dr Bill Kawai-Calderhead's Quality Improvement Project as a FY1 at South Tees NHS Trust and, through his passion to provide much-needed clinical leadership and management support to FY1s, has evolved from an ad-hoc

programme to one that is mapped to the UKFPO Foundation Curriculum and to a recognised national leadership qualification. The programme is now in its 2nd year at East Sussex and has been rolled out at 7 other NHS Trusts in England.

Why do the programme?



The simple answer is FLM is designed to help you practise as a doctor.

We recognise that the undergraduate curriculum offers limited, if any, opportunities for practical clinical leadership. This is a well-established problem, highlighted by several national-level studies including those by the GMC and the Faculty of Medical Leadership and Management.

The programme aims to bridge this gap, giving you on-the-job training in the soft skills that you will use throughout your career, to support and optimise your clinical work.

We have put together a short video which explains the benefits of the programme which can be accessed at the link here: www.youtube.com/watch?v=dsAzyiVDpzE&feature=youtu.be

FLM has been developed in partnership with South Tees Postgraduate Team. The East Sussex Healthcare NHS Trust Postgraduate Department have requested FLM for you and support your attendance on the programme. **The programme's mapping to the Foundation Curriculum has been approved by the Northern Foundation School and can be used for your clinical e-Portfolio (HORUS).**

It gives you a nationally recognised qualification which enables you to become an Associate Member of the internationally recognised Institute of Leadership and Management (ILM) and the Chartered Management Institute (CMI). This, like medical college membership, allows you to use post-nominals which will set you apart from your peers when applying for specialist training and beyond.

How is the programme delivered?

FLM is delivered in 3 main ways:

- **FY1 Teaching**
We will run 3 half day sessions during your monthly teaching, focused on specific aspects of leadership and management. These are clinically orientated and will be interactive. You will also be able to view recorded versions of these sessions online.
- **Individual Coach**
You will be allocated a dedicated coach. They will guide you through the programme, deliver 1-2-1 training, observe you in the workplace and give feedback. They have significant leadership and management experience and can help relate the theory to the clinical reality. They are there to support your personal development and to provide pastoral support.
- **Workbooks and Activities**
You have access to online workbooks and activities. The workbooks offer you an opportunity to read into the theory and along with the activities have been written to place the theory into a clinical context. The activities can be completed individually or with your coach as a focus for a learning discussion.



What is covered by the programme?

FLM focuses on practical leadership in a clinical environment.

Principle topics are:	
1	Self-Awareness and Building Team Relationships
2	Leadership Styles
3	Motivating and Leading a Team
4	Human Factors
5	Communications



We also look at the following areas:

1	Project Management in a clinical context such as supporting Quality Improvement
2	Coaching and Mentoring
3	Finance, Resource and HR Management and how it relates to you as a Foundation Doctor

What is the commitment?

We understand how busy FY1 is and the aim is that FLM is completed with the minimum amount of additional work. FLM teaching is fully integrated within FY1 Training. Through detailed mapping of FLM to the FY1 Curriculum, the FLM activities cover approximately 70% of the FY1 Curriculum for ARCP (which has been checked and approved by the Northern Foundation School).

In addition to FY1 Training, you and your coach will need to meet either individually or in a small group (no more than 3 or 4) once a month. These meetings will typically happen in person on your ward or another mutually agreed location or remotely and last no more than 2 hours. Finally, we ask you to read the workbooks and gather evidence for your leadership portfolio; you can use evidence that you already have on HORUS. This can be done whenever you have the time and we expect this to take about 1 – 1.5 hours per week.

Who is eligible?

FLM utilises government funding and therefore comes with some eligibility criteria.

The following are eligible:

- British or EU Citizens
- Anyone who has a valid Tier 2 work permit for the UK **and** has been resident in the UK for 3 years or more.

If you are not eligible then don't worry – you will still get the workshop training in the FY1 monthly teaching and be able to use the FLM Team for leadership support.

English and Maths requirements

GCSE/O-Levels in English and Maths (grade A-C) are a government requirement. Most of you will have these and not need to complete the English and Maths elements of the programme. For those of you that do not have GCSEs/O Levels (we need to see the certificates), principally those who attended school outside of the UK, you must pass an English and Maths test. These are **not difficult** and together will take up no more than 3 hours of your time. Unfortunately, this is another piece of the funding criteria that we can't get away from, but most of you will be unaffected by this.



How much does it cost?

The Trust fully funds FLM – if you are eligible then the £4,500 programme fee will be covered. You do not have to pay anything yourself.

What happens now?

Along with this explanation of the programme you will find an application form. Please submit your application for this programme by 25th June. We are planning to run an [online Q&A session](#) on 11th June at 1pm – anyone who would like to find out more is welcome to attend. You will have a short meeting with your coach prior to this to complete the formal paperwork.

We hope that you are interested in FLM; the programme targets areas that are largely missed in the undergraduate curriculum and the majority of FY1s that have been on FLM have found it useful.

Hopefully this handout will have answered your questions, however if you have any other questions please feel free to contact Roddy Christie, the Programme Director on: rodody@alwaysconsult.com or rodody.christie@nhs.net



The FLM Team look forward to meeting you during your induction. In the meantime, please feel free to get in contact with us if you have any questions.